

The War Period.

In January the field agents of the bureau were called into Washington and from the 22d to the 28th there were daily sessions at the National Museum for the purpose of discussing field organization, methods, and special problems. Daily also there was a lecture by specialists from the various bureaus of the department explaining their work and its relation to crop production. The meeting was regarded as highly successful and was brought to a close by a banquet at the old Riggs Hotel. That meeting and banquet was the culmination of nearly three years of intensive work in organization and improvement of methods, all participated, 45 field men, about ten of the administrative staff, and many of the principal clerks; we all knew each other and with mutual respect, and when we separated from ~~that~~ ^{the} meeting it was with a feeling of pride and enthusiasm for the service ~~w~~ and organization with which they were connected, welded together as a single unit and with a common purpose, and looking forward to the future with the utmost confidence as an opportunity to demonstrate the value of our service to the public. I was especially gratified because I had preached in season and out of season that only through organization and improved methods could we become efficient, and only through demonstrated efficiency could we hope to win recognition which must inevitably bring larger appropriations and better salaries and higher standing in the hierarchy of the public services.

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and in confidence told them that there was ^a possibility of the United States entering the war, that food production in this country would be of paramount importance, and that we should proceed at once to prepare for a food production campaign and to collect all the data possible on the subject.

The arduous wartime service ~~of the department~~ really began in February for the employees of the Department of Agriculture, and probably for all other departments of the government at Washington. ~~For the bureau~~ It meant the preparation of all sorts of estimates, the making of all sorts of plans and programs, the formation of innumerable committees, and the consideration of all sorts of problems. For the Bureau of Crop Estimates it meant the assembling of data on past, present, and probable future crop and livestock production, imports and exports, consumption requirements, probable stocks on hand, probable acreage and production of crops in foreign countries this year and next, and the same for the United States. It meant the preparation of innumerable statements for the confidential information of various branches of the government and the President, innumerable interviews, and a constant effort to be prepared at all times for any emergency.

The first problem was that of the condition of winter wheat. The weather had been unfavorable and reports pessimistic. As a matter of fact the abandonment of winter/wheat acreage turned out to be greater than ever before, nearly one-third of the total, just when it was most needed. There was an insistent demand for information regarding crop production for the year 1917, long before winter was ended or a single seed had been or could be

planted, except the winter wheat sown the fall before. Definite information could not be obtained, of course, when the ground was still frozen. However, knowing from experience that as soon as the crops of one season are harvested farmers begin to make up their minds as to what and how much they will plant the following spring, it occurred to me that it should be possible to get an expression of opinion from our army of crop reporters as to the intentions of farmers, that is, ask them to estimate for each crop what percentage of last years acreage they intended to plant this year in the same crops. This had never been done before and my colleagues in the bureau were very dubious.

Questionnaires were formulated and sent broadcast to the crop reporters, returnable as of the first of April. When the returns were all in we had the basis for a fair estimate of the acreage farmers intended to plant. Applying the tenyear average yields to these acreages gave us a fair estimate of the probable production. It was therefore possible early in April to lay before the Secretary of Agriculture a very reassuring estimate of the probable food supply to be produced during the coming season, which he could show to the Cabinet at their next meeting. However, as this was the first estimate of the kind ever made and as we had no means of verifying its accuracy, it was not published but kept for confidential use. We were highly gratified as the season advanced to find that the final estimates of crop production agreed very closely with the preliminary estimates, so close that only one crop varied as much as seven percent and all others came within three percent.

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Corporation were established. As soon as we entered the war the Department of Agriculture was overwhelmed with correspondence. Thousands of letters were received daily from patriotic and well meaning citizens offering land, usually unimproved land, if the government would acquire it, fence it, and put it into cultivation; and services of all sorts, if the government would pay salaries and travel expenses; alleging an alarming shortage of almost every kind of human food, animal feed, farm machinery, capital with which to finance farm operations, seed, fertilizer, labor, and the like essentials to food production; that because of high prices farmers were killing off their female livestock, cows, sows, and hens, as well as calves, pigs, and chicks, so that we were facing a meat famine; recommending that all lawns and flower gardens, even in cities and towns and parks, be plowed up and planted to garden vegetables, and that every householder should keep chickens and rabbits; and a thousand other ingenious but preposterous proposals; all of which made the officials and employes of the Department of Agriculture exceedingly tired. An attempt had to be made to answer all of these letters and supply data that would set at rest the fear and apprehension caused by the calamitous charges and predictions that were spread broadcast in the press.

The officials of the department had little or no apprehension regarding the adequacy of the crop production and the food supply because they knew from long experience that the main trouble of American farmers was production in excess of requirements or markets and that under the spur of high prices crop and livestock production could be and probably would be enormously increased. But not one of them had the courage to

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say so publicly, although they looked with apprehension upon all the misdirected propaganda that was being broadcast, much of it by the infamous Food Administration. To them it seemed that the wasteful and utterly needless expenditure of time, money, and energy that was going on in every nook and corner of the United States, was inexcusable, but not one of them openly opposed it. The administration seemed to favor an expanded campaign of production and it would not do for any subordinate to call a halt or oppose it in time of war. *P* I recall two instances where I lost my temper. A fanatical editor from an agricultural state dilated upon the horrors of the famine that was impending because of insufficient food crop production. After listinening to him patiently for awhile and getting tired of it I grew reckless and said, "See here, you don't know what you are talking about. The farmers in your state cannot make a decent living, as decent as that of the average city bootblack, because they cannot sell what they raise for a fair price, and that is because more is grown every year in this country than can be consumed. As an editor you ought to know that, but if you don't just go back where you came from and talk with the farmers who have not enough money to buy your paper. Another thing you shbuld think about carefully and prayerfully is that the single State of Texas, where I came from, can grow food enough for the population of the United States with her eyes shut, and enough more to feed all Europe." He was stunned and effectually silenced. Then there was the ten page letter from a patriotic crank to the effect that in time of war it was criminal for dairymen to slaughter the young calves for veal. In my wrath

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I explained that dairymen disposed of surplus calves because they could not make enough at the dairy business to enable them to afford to buy feed to raise the calves to maturity, but I had no doubt their dairymen were just as patriotic as other citizens and would gladly donate young calves to anybody who would undertake to raise them. Then I added insult to injury by suggesting that he and others of like mind get together and form an association for the raising of calves to be donated by dairymen, and that if he would let me know how many thousand calves he and his associates were prepared to finance for three years I would see that he got the calves as a donation, 5,000, 50,000, 500,000, or a million; or if they wanted to handle them by the million, perhaps I could arrange for 5,000,000, 10,000,000 or even more, but not to worry about the number of calves, but get busy raising money to rent pastures and buy feed for them. There was no reply, nor did I see anything on this subject in the press after the date of my letter.

The Food Administration under Mr. Hoover was ~~properly~~ responsible for ^{much of} the deplorable situation that developed. Take sugar as an illustration. Stocks of sugar in the warehouses of the United States and in nearby Cuba were never so great as when the Food Administration limited the quantity that a household could purchase. That regulation immediately started every one to buying and hoarding and the price soon became almost prohibitive. Profiteers, especially the dollar a year men, got rich over night. So with almost every other commodity that the Food Administration touched. The meatless days, the limitation on butter consumption, the requirements regarding the adulteration of wheat flour with bran, corn meal, and potato flour, and the

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like, were utterly absurd and wholly unnecessary, and inexcusable. Also the Food Administration issued almost daily figures that purported to be agricultural statistics. They were not obtained from the Department of Agriculture and did not agree with those obtainable from any other reputable source. But after the declaration of war the Food Administration was all-powerful and went blithly ahead making blunder after blunder, and the Department of Agriculture kept silent. I did succeed in bringing about a joint meeting of representatives of my own and other bureaux of the Department of Agriculture with a group of statisticians of the Food Administration. Clearly we were regarded as outsiders and intruders. However, we asked so many pertinent and impertinent questions and pointed out so many obvious errors, discrepancies, and misstatements in a recent report, which they had to admit, that they fell back on the statement that the state of public sentiment and the exigencies of war required that certain statements be made and certain figures be cited in support of those statements. I and my colleagues were much disillusioned and disgusted, but what could we do as ^{loyal} employees of the government in time of war except to cooperate by keeping silent?

Then there were innumerable local defense committees and food committees, composed largely of well meaning but hysterical uninformed city people ~~without responsibility~~ which were responsible for much of the misdirected effort of citizens who were patriotically aching to do their bit in serving their country in the production of garden and farm crops, most of which was a sheer waste of time, energy, and money, except as it kept them contented and quiet in the belief that they were helping to win the war for human liberty, ~~and to~~ save democracy, and end

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war for all time.

Naturally these unfounded fears and rumors and misdirected movements gave the Bureau of Crop Estimates plenty to do in collecting data to verify or disprove the erroneous statements that came from every direction. It gave the bureau an opportunity to demonstrate the efficiency of the new organization of state field agents. They were appointed in 1914 and it was impressed upon them that each was expected and required to organize all sources of agricultural information in his state, to travel repeatedly over the state, make contacts, and become the best informed man and the highest authority within the state on its agricultural production and resources. They had had nearly three years of intensive training, practice, and experience in the work. They had been supplied with equipment and early in the war emergency funds enabled us to give them stenographic and clerical assistance. When the Secretary of Agriculture asked me to ascertain whether there was, in fact, a shortage of seed, feed, fertilizer, labor, capital, or farmers were selling off their female livestock, and the like, it was possible for the bureau to telegraph to its state field agents for an immediate estimate and for the field agents to sit at their desks and telephone picked men throughout their states, who in turn could ~~telephone~~ supplement their own knowledge by telephoning to other picked men in each community, and within twenty-four hours the bureau could have a complete, accurate, and definite report for every state in the United States embodying the expert opinion and best judgment of men in a position to know the facts.

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reports from the field agents covering a general summary of weather, condition of roads, appearance of crops, and notes on market movements, or other items of interest bearing on the changing agricultural situation in each state. This was not popular with the field agents not only because it meant additional work for them but because it necessitated the organization of new sources of information and the scanning of the local newspapers from many different points in the state. However, it proved very useful in keeping headquarters informed of changing conditions and helpful in answering correspondence and questions that came up in departmental councils.

As soon as war was declared a number of standing committees were formed. There was the departmental council of bureau chiefs that met weekly or oftener in the office of the Secretary or the assistant secretary. As a matter of fact Secretary Houston spent most of his time at the White House and bureau chiefs saw very little of him. A committee on seed stocks was formed that met almost daily in the spring of 1917. There was a crop production committee, a committee on cost of production and fixing of prices of farm products, a committee on farm labor, and other special committees too numerous to mention, of all of which I was a member.

At an early stage the suggestion was made that farmers should be organized on a military basis with leaders corresponding to the commissioned and non-commissioned officers of the army. Dr. Bradford Knapp was chairman of the subcommittee to which this subject was assigned. Taking the military suggestion as a lead he and I drew up a beautiful scheme to bring into ser-

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At an early meeting of the departmental council an assistant chief of bureau who because of experience abroad had unconsciously perhaps become corrupted with the European idea of secrecy and concealment, proposed that the crop reports be not published during the war lest it give aid and comfort to the enemy. The Secretary turned to me and asked if I had anything to say on the subject. "Just this, Mr. Secretary," I replied, "if food is to win this war then the sooner the enemy knows how much food we have and how much we expect to produce for ourselves and our allies the sooner he will realize that it is hopeless to continue the war. Furthermore, the American people are entitled to know the facts, good or bad. If good, it will cheer and hearten them; if bad, the sooner they know it the better, for then they will know how to meet the situation. No, Mr. Secretary, our people will win this war and they are entitled to the fullest information at all times. The worst thing

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the department could possibly do in my opinion would be to conceal from the public the true state of affairs that concern the public whose servants we are." There was no discussion and the subject was never mentioned again.

In the early days of the Food Administration Mr. Hoover called upon the Secretary of Agriculture to discuss the foreign wheat situation and I was sent for. I was introduced to Mr. Hoover and we went into an adjoining room to be free from interruption. He asked a number of questions about existing stocks and prospective production of wheat and other bread grains in Europe. I replied, "Frankly, Mr. Hoover, I cannot answer your questions off hand. We have all the published ^{data} ~~data~~ already tabulated and will gladly furnish you with a copy, but the data for many countries are changing from day to day and I do not pretend to remember them, and I regard with suspicion any man who does." He smiled, thanked me, and we parted. At my first interview I thought him to be of medium height, his voice was soft and low, and he did not impress me as being exceptional in any way, and this opinion never changed, even after he became President. The desired data were sent over to him promptly.

In addition to the regular crop reports, heavy correspondence, and attendance at numerous committee meetings, there was a meeting of the directors of the agricultural experiment stations and land grant colleges, and a number of interdepartmental committees, such as the committee on the 1920 census, the committee on departmental statistics under Prof. Gay, a later committee that met at the Cosmos Club of which Professors Young and Wilcox, Mr. Doughten, and Prof. Irving Fisher, were members, to consider the advisability of concentrating and unifying all gov-

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government statistics and publishing a national yearbook of statistics.

In addition to the preparation of all sorts of estimates of production and consumption requirements of our own and foreign countries for the Cabinet, for other departments of the government, for Congress collectively and individually, and for the various military departments into which the United States was divided, there was an unprecedentedly heavy correspondence with crop reporters and other citizens, public officials, editors, and business men throughout the country. Inasmuch as a large part of my official days was taken up with committee meetings, conferences, and interviews, I often worked far into the night drafting replies to correspondence, memoranda, and special reports. It was all intensely interesting and gave me a feeling that I was doing my bit, but at times ^{it} was a severe strain.

In October I accepted an urgent invitation of Prof. Rolfs, Dean of the University of Florida and Director of Experiment Stations, to address the citrus seminar at the university at Gainesville. I talked on the organization, methods, and value of the crop reporting service and was complimented on my clear presentation of the subject. On the return trip I made stops at Macon and Augusta, Georgia, ^uSalida and Columbia, South Carolina, and Raleigh, North Carolina, to interview our field agents and the state secretaries of agriculture. I recall that at both Columbia and Raleigh a state function or fair of some kind was being held and trains and hotels were badly overcrowded. At Columbia I was shown into the last available room in which were two beds, one of which I engaged. After I had retired for

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the night another guest was shown into the room and occupied the other bed. At Raleigh it was impossible to find accommodations for the night, so I cut my visit short and left by the first train.

From early spring until late autumn I managed to make weekly trips with wife and children to Sunny Hill Farm. These trips were very enjoyable and helped keep me in good condition for the strenuous office life I was leading. The season was favorable and we began to see the results of all my planning and planting in the abundance of flowers and the trim appearance of the place. The children, of course, were overjoyed at the freedom, the sunshine and air, the flowers and fruit, and the thousands of interesting things on a farm. On one of our trips Otis had an attack of membranous croup that threatened to be serious. However, prompt action by a competent physician in Frederick and a trained nurse pulled him through. The papers were so full of the war and our daily life in Washington so much taken up with war activities that it was a great relief to retire for a day or two to Sunny Hill and realize that the stately procession of the seasons went on as always, that the sun, moon and stars, shone as brightly as ever, and that all nature was utterly oblivious to the human tragedy that was enacting across the sea.

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The winter of 1917-18 was exceptionally severe and caused great suffering, especially in the training camps for recruits where accommodations were poor and clothing often inadequate. The ice on the Potomac was two feet or more in thickness. A guard at the end of the bridge froze to death one night. There was a coal famine and householders had difficulty in getting a supply by small instalments at any price. The cost of living doubled, which had the effect of cutting fixed salaries and incomes in half, causing great hardship to people of small means. There were meatless and butter-less days, adulterated bread, and other unnecessary and therefore foolish economies in food consumption decreed by the Food Administration. Wages for common and skilled labor soared under "ten percent plus" government contracts, making fortunes for the contractors and subsequent hard times for the taxpayers. A \$40 a month messenger boy resigned from my office to go to Camp Meade to work as a carpenter's helper at \$7.50 a day. Boys with a little manual training got \$15 per day.

During the year the mysterious "influenza" that had wrought havoc on other continents, notably in Europe, swept over the United States and in some cities people died so rapidly that difficulty was experienced in disposing of the bodies.

Liberty bond selling campaigns were on and all government employes were urged and expected to strain their resources to subscribed for them. Many employes with relatively low fixed salaries, working overtime without additional compensation, with cost of living up one hundred percent, and obligations to meet, such as payments on their houses, life insurance, fire

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insurance, and taxes, ~~felt~~ were made to feel obliged to borrow money at interest from banks with which to buy Liberty bonds that they did not want and could not afford.

The personnel of the government service in Washington had more than doubled, housing was inadequate, rents started to soar, and then came a series of regulations restricting rents to the prewar scale and providing that tenants could not be ejected for non payment of rent, damage to property, or any other cause, except a plea in court by the owner that he needed the premises for himself and family. This worked great hardship on property owners and rented dwellings deteriorated rapidly because an owner could see no good reason why he should keep his property in repair when the tenant would neither pay rent nor move out.

Civil service regulations were waived and the emergency clerical forces of the government were made up largely of rich men's sons and droves of highschool girls from every State, at salaries higher than those fixed long before the war for the permanent employes, many of whom were not only experienced but were married, had families, and were paying for their homes. These clerical recruits, mostly feminine, were without business experience and were out for a good time. It was the first experience most of these girls had away from their home retreats, they had more money to spend than they had ever seen before, and they spent ~~it~~ much of it for silk garments, furs, and theaters.

Rumors of shocking waste and inefficiency in some of the newly established offices were rife. Incredible stories were told to me by friends and acquaintances who were employed in

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those offices--of pay checks for disabled soldiers, claims of dependent relatives, and inquiries from mothers and wives as to the whereabouts of their sons and husbands, carelessly buried in~~d~~ the files or chucked into wastebaskets by frivolous girls and incompetent boys--but no one in the service who knew the facts dared mention it outside of the office except to someone else in the service, because that would have been regarded as disloyalty to the service and might mean summary dismissal or reprisals of some kind.

All through 1917 and 1918 we had ^{trouble}~~difficulty~~ in holding some of our field agents who were experiencing difficulty in meeting the high cost of living with their prewar salaries. Most of them were young men and many of them wished to enter the military service, ~~he~~ not only for the adventure and honor, but because it was generally felt that in the post war period no man who had not seen active military or naval service could hope for advancement. However, when I pointed out the splendid and vital service the Bureau of Crop Estimates was doing in the war and the great necessity for having trained and experienced field agents to do necessary work that no one else could do, and appealed to their patriotic sense of duty, they agreed to make what to them was a considerable sacrifice.

The only field agent who left the bureau during the war period was Captain Cochrun of Ohio. He came to Washington to sit as a member of the Crop Reporting Board. He took advantage of the opportunity to call on some of his friends at the Army and Navy Club. They received him with open arms and urged him to transfer back to the military service. He came to me with glistening eyes and said he wanted to go, but would abide by my de-

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cision. I made an exception in his case because of his fine military record and the transfer was effected within a few hours. He was assigned to staff headquarters of General Pershing in France and came back ~~at~~ at the end of the war with the rank of major. Upon his return he had the choice of entering the regular army or of returning to the Bureau of Crop Estimates. He choose the latter, but in the boom times following the war he left the bureau to accept a salary more than double the government salary to go with the Goodrich Rubber Co.

It was a strenuous time for all branches of the government. All branches of the Department of Agriculture habitually worked overtime because of the food situation, constantly aggravated by wellmeaning but misguided and ignorant citizens and the Food Administration with its corps of dollar-a-year profiteers. The Bureau of Crop Estimates was especially active because of the demands made upon it for estimates of present and prospective food production and consumption requirements at home and abroad. A large part of my time was taken up with daily meetings of various committees and subcommittees and important visitors. H In addition to the regular administrative work and crop reports our correspondence had increased enormously, especially with voluntary crop reporters, of whom we had more than a quarter of a million. We could not pay these crop reporters with money, but for many years we had tried to compensate them by sending them government seeds and bulletins and appreciative letters and had invited them to consider us as their agent to get any sort of information from the government in Washington. They now took advantage of this offer just when we were busiest. Some of them even came to Washington during this period and we tried to serve

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them. Most of them were simply on a sight seeing trip and came to our bureau, to which they felt they belonged, and asked what to see and how to see it. Some of these encounters were amusing. Times without number a countryman would be shown into my office, announce his name as John Smith, and the look on his face would show clearly that he expected me to know him. Seeing that look I would greet him with a smile, give him the glad hand, and ask how his family was. Then I would say, "You see I am right busy, and for the moment I have forgotten your post office address; would you mind telling me?" He would look a little surprised and give me the name of some out-of-the-way place that might or might not have been in the postal guide. At any rate I now had his name and address, and could discuss intelligently the crops of his state and avoid making the mistake of showing interest in Cape Cod cranberries with a man who grew cotton in Georgia, cotton with a man who grew peaches in Michigan, truck crops with a man who grew wheat in North Dakota, or poultry with a man who grew beef cattle in Texas. After putting him at his ease by making him believe that I was quite familiar with his township--there are 35,000 of them in the United States, and showing a solicitous interest in his personal affairs, I would ask what we could do for him while in Washington. Mostly they wanted to see the Capitol, the White House, the Washington Monument, and meet their senator or representative, and perhaps the President. Some of them wanted to cash checks, and this we did by indorsing them and sending a messenger along to conduct them to the proper bank. One crop reporter appealed to us when his pocket book and all his money disappeared. Our little administrative group made up a purse to buy him a ticket back home.

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We ~~did~~ tried to do our part honestly and sincerely with these men who took the trouble to call at the bureau when in Washington. We knew that each one of them represented a farm, a family, and a community somewhere in the United States; that he was just a little above the average in intelligence and public spirit; and our records would show that for years, sometimes fifty years or more, he had faithfully and to the best of his ability filled out statistical blanks and answered questionnaires through all those years, without monetary compensation. Nor were they in any sense "Hicks." On the contrary, they ranged all the way from small poor farmers in backward communities all the way up to governors of States. One of the compensations of my service was the fact that wherever I went, in whatever walk of life, I met men who greeted me with interest and as a friend because I happened to be chief of the crop reporting service and they were voluntary crop reporters. And I continue to meet them unto this day.

We had about all the statistical data there were relating to agriculture, all tabulated and indexed. In response to most requests we could supply such data in printed form or make a typewritten copy. What bothered us most ~~and entailed enormous work on the clerical staff~~ were the innumerable requests from food committees and individuals throughout the United States for data arranged in a new form, different units of area, or different combinations, or correlated and compared with different data. The separating, bringing together and rearranging all these data in ever changing combinations involved an immense amount of work for the statistical clerks of the bureau.

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attempted to draw up a systematic planting program for the United States, based on estimates of food requirements and average yields, and to allot acreages in each crop to the various States.

The Atlanta Meeting.

Early in February I went to Atlanta for a conference with the field agents of the southern States. The meetings were held in the circuit court room of the Federal building and lasted all day and far into the night. We discussed all phases of crop estimating in the south, which were somewhat different from those in the north because of the difference in the crops grown, farm practices, and the psychology of the people.

Other meetings.

7 Upon returning to Washington there was a series of meetings before the agricultural committee of the House of Representatives. In March there were meetings of the Association of Editors and chiefs of bureaux at the Cosmos Club, and a few days later a meeting with the Texas Onion Growers, both of which I attended. Another meeting in the same month was that of the presidents of the land grant colleges and experiment stations. More conferences followed in April regarding the crop planting program and live stock production program which the department was formulating for the guidance of the authorities in each of the 48 states.

A pleasant incident in April was a visit at the office of a prosperous looking gentleman, a Mr. Calvin, representing a co-operative organization of some kind of which he was an official, who wanted certain statistics. As he was about to leave I asked where he was from and when he answered "Texas," I inquired further and was surprised to learn that he grew up on a small farm

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In May Congress approved an emergency appropriation to expand various branches of the service. This supplemental appropriation enabled the Bureau of Crop Estimates to take on some additional clerks that were badly needed and to supply each stage field agent with a clerk and extra equipment.

Early in May Assistant Secretary Pearson called a meeting of departmental and State officials at Chicago to consider the seed corn situation and I was among those invited. About forty specialists met, including several field agents from key states whom I had telegraphed to be present. The problem of seed corn for planting in the northern states resulted from the early frosts and wet weather in the fall of 1917 and the poor quality of the corn for seed purposes. It was largely a problem of locating seed stocks held over from the crop of 1916 and of early maturing varieties for replanting. Corn, more than almost any other crop, adapts itself to climatic conditions and length of growing season. In the south the season is relatively long and corn grown from seed obtained from the south will not mature in the shorter season of the north. All these questions were discussed and a satisfactory program was agreed upon.

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At the opening session Dr. Pearson, who was to preside, gave a remarkable exhibition of memory for names. In the group of about forty men gathered together probably less than ten were known to each other, or to Dr. Pearson. As they came by ones and twos they were introduced to him and he learned from each where he was from, what institution he represented, and his title and specialty. When they were all assembled around a long council table Dr. Pearson said he would introduce each one to the others and requested each to stand up as his name was called. Then, beginning ^{with} the man at his left he called the name of each in turn by name, title, institution with which connected, and his specialty, and why he had been called to the conference. When he had gone around the table without a single mistake every one applauded. This feat impressed me all the more because I have difficulty in remembering a new name more than five minutes, especially if I am introduced to several people at the same time. Later I asked Dr. Pearson how he did it. He said it was simply a matter of practice in ~~taking~~ mentally taking note of faces and names and voices and that he had been practicing for many years until it had become a habit and was second nature with him.

After the meeting was over I had a conference with the field agents at the hotel where we were stopping. Then we called in a body on Crop Estimator ^{B.F.} Snow of the Chicago Board of Trade. Mr. Snow early in life had been employed in the old Bureau of Statistics at Washington. His experience there probably started him on his crop estimating career. He was always friendly to the bureau and our field agents made it a practice to call upon him when passing through Chicago.

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Next we called upon Mr. Osman, editor of the Price Current Grain Reporter, of which Mr. Murray's father had been founder and editor, who also had a friendly feeling for the bureau and its field agents.

The same day, accompanied by Field Agents Callander of Wisconsin, Fessenden of Illinois, and Bryant of Indiana, I went to Madison, Wisconsin. En route I kept a sharp lookout for Rock River which crosses the state line just below Beloit. I remembered the river as I had seen it as a child, about as broad and stately as the Mississippi. The stream I saw at Beloit, which I was told was Rock River, was but little larger than Rock Creek at Washington, D.C., and not as broad as the Monocacy near Frederick, Md. At Madison we examined Mr. Callander's records and called on a number of State officials, and had luncheon at the University Club. That evening I returned to Chicago and thence to Washington.

Other Activities

7 In June I was appointed by the Secretary to serve on an interdepartmental committee on the concentration and coordination of labor statistics. Among the members of this committee was Mr. Ethelbert Stewart who later became labor statistician. He was remarkable for his size, leonine head, shock of white hair, red face and blazing blue eyes, and an impediment in speech. After he had spoken a few sentences fluently and impressively he would suddenly and without warning become tongue-tied and speechless, and his facial contortions in trying to recover his speech were painful to witness. In these paroxysms his face would get very red, his expression was that of an angry man determined to break through the barriers of speech at all hazards, and his blazing eyes would dart fiercely from face to

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face, until after a painful pause the dam would break and the words come tumbling out, sputtering and tripping over each other, and then his speech would clear for a moment, only to be interrupted without warning. As for me, I greatly respected and admired Mr. Stewart, sympathized with his affliction and would have bitten my tongue off rather than embarrass him by giving any ~~sign~~ sign that I noticed his predicament when his voice failed; but when he was undergoing one of his paroxysms the expressions on his face and the uncertainty as to when it would end and what the next oncoming rush of words would be completely fascinated me; also I had an almost irresistible ~~impulse~~ if not hysterical impulse to laugh, and to restrain it I would find myself gripping the chair and gritting my teeth and desperately trying to think of something else.

In June also I prepared an article for the magazine published by the Potato Growers Association.

In July there was a general meeting of representatives of the Department of Agriculture and of the Food Administration in the office of Dr. ^{Raymond} Pearl where the agriculturists demonstrated ^{to the} Food Administration group that ~~so~~ much of their statistics were erroneous and misleading.

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had luncheon at the City Club and were then shown over the State University by its president. That evening I returned to Washington by way of Kansas City and St. Louis.

Aside from the official meetings I have two impressions of Lincoln. One is of the ~~peasant~~ peculiar type of blond women that seemed to predominate, with pale complexions, gray or blue eyes, and hair that was neither yellow nor white but seemed tinged with silver. The younger women were tall and slender and I think of them as unsmiling silver statues. I was told they were one or two generations removed from Sweden.

The second impression is that of a beautiful recreation temple of Greek pattern ~~of Greek~~ in a corner of a public park. This little temple is an architectural gem and was donated by a wealthy citizen of Lincoln and dedicated to music and dancing. Here the youth of the city, chaperoned by their parents, could gather and dance to their hearts content. A fee of five cents each was collected at the entrance to defray the cost of keeping the place clean and another fee of five cents to pay the musicians. The place was as clean and orderly as a church and there was no sign of advertising, rowdyism, or ballyhoo--just a place where young people could meet, dance, and make love, amid beautiful surroundings.

Temporary Buildings

7 During the months of July and August there was great activity in the erection of temporary buildings to accommodate the greatly expanded personnel of the government departments in Washington. The buildings were temporary because they were hastily constructed of lath and plaster and began to fall to pieces within a few months. However, the temporary building of the Army and Navy was constructed of steel and solid concrete and

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August was a busy month for me. In addition to the regular bureau work, for which I had to make provision during my coming absence, there were numerous conferences of bureau ~~chief~~ chiefs, with Judge Lobdell and other officials of the Federal Land ~~Bank~~ Board, with the Disbursing Officer, and with others regarding the seed

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grain loans to farmers, which were without precedent. For this special work my title was changed to "Assistant to the Secretary," which, by the way, was never ~~revoked~~ terminated. I helped formulate the plans for ~~the~~ making the loans and drafted the letters of authorization for Prof. Christie and myself. I dictated letters to governors of the states in which the loans were to be made and to the directors of extension in those states outlining our plans and soliciting their cooperation. During this period I worked regularly until midnight.

On August 8 I left Washington for Kansas City and Topeka. En route I took the first opportunity to read the instructions prepared by the solicitors of the Department of Agriculture and of the Federal Farm Land Board which were handed to me the evening before. The solicitors who prepared these instructions had only the legal situation in mind and had completely overlooked or ignored the practical conditions. The ^cdocument, in substance, provided that loans not exceeding three hundred dollars for the purchase of seed could be made to farmers who, under oath, stated that because of drouth they had no money, no credit, and no seed, and that the money could be paid to them upon ~~proof~~ certification of a designated county agent that a specified number of acres had actually been planted to wheat or rye or barley. In other words a farmer who had no seed, no money, and no credit, with which to buy seed, could obtain a loan after the seed had been planted. When I saw this brilliant example of the workings of the legal mind I swore out loud, only to look down in confusion when I realized that this expression of emotion had attracted the attention of my fellow passengers.

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Planting time for winter wheat in the southwest was almost upon us so that it was highly essential to act with the utmost promptness: evidently there was no time to discuss that stupid hiatus in the instructions with the authorities at Washington. At Kansas City I sent a telegram to Governor Capper at Topeka asking him to call a meeting of the State Council of Defense for the following afternoon to consider the making of seed grain loans in his state; and another telegram to our state field agent to meet me at the railway station.

Arriving at Topeka just before noon on August 10 I had luncheon with Field Agent Paxton, and together we proceeded to the capitol at 2 p.m. where I was introduced to Governor Capper and by him to the chairman and members of the State Council of Defense. The chairman was Dr. H. J. Waters, former president of the Kansas State University, ~~and~~ then editor of the Kansas City Star, and a personal friend of mine. I was given the floor and briefly outlined the scope, plans, and conditions of the proposed seed grain loans, called attention to the impossible requirement formulated by the solicitors at Washington, and asked their cooperation in making the loans a success. I particularly disclaimed responsibility for the absurd requirement that a farmer who could not otherwise obtain seed, for whom the loans were designed to benefit, could not, under the instructions, be granted a loan until after the seed was planted. After much discussion Dr. Waters made the ~~sixx~~ suggestion that in view of the federal funds that were available for the purpose perhaps the state banks could arrange to advance money to farmers upon their approved applications of seed loans so that they could go ahead and

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buy seed, so^w it, and then obtain a federal loan with which to repay the local bank. This was the plan finally adopted.

That evening I proceeded with Field Agent Paxton to Manhattan, Kansas, where I was met by my assistant, Mr. Vinall. Here we conferred with the officials of the State University and College of Agriculture. The next forenoon a meeting of county agents was called to whom I outlined the plans agreed upon. Later in the day I inspected the experimental farms and plantings. In company with the director of experiment stations, Mr. Johnson, we visited the State Penitentiary nearby. He was member of a State committee that was trying to devise some means of utilizing the labor of convicts, especially the peace slackers, in the construction of roads and production of food. That night telegrams were sent to the director of extension of Oklahoma and a number of field agents to meet me the following day at Wichita, Kansas, where I was to establish headquarters. *P* This attended to, I withdrew to my room and drafted a set of instructions to county agents and others setting forth explicitly the procedure that was to be followed in making seed grain loans. These covered several foolscap pages and had to be written in longhand with a pen, because I had neither typewriter nor stenographer. It had been years since I had written a page in longhand and I was so accustomed to writing as I thought in shorthand that I was exasperated to find that I was abbreviating words and dropping into shorthand characters from time to time so that it required constant attention to make the necessary corrections and translations. However, by midnight the job was done and I went to bed and a good night's sleep with the satisfied feeling that I knew the subject from beginning to end and

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The next morning, with Field Agent Paxton, I proceeded to Wichita where I was to establish headquarters in the Federal Land Bank Building, and where I immediately went into conference with the president of the bank, Mr. Callahan, and other officials. I sat up late that night drafting forms for use in making the loans. The next day the delegation of county agents and extension leaders from Oklahoma arrived. I read over to them the draft of regulations, instructions, and forms, I had prepared, paragraph by paragraph, to get their reaction and comments. This consumed several hours and resulted in a few minor changes and a thorough understanding.

Paul
Mr. Jamieson, a clerk from my Washington office arrived, with a supply of stationery, ~~and~~ whom I had detailed to serve as chief clerk of the seed grain loan office. That same afternoon the manuscript of the instructions and blanks was turned over to a local printer and proof was submitted the following day, which beats the Government Printing Office at Washington by at least a week or ten days, and the cost was about half as much. Of course I knew this was contrary to government regulations, but time pressed and I felt confident I could get ultimate approval on the ground of wartime emergency and urgent necessity. Then through an employment agency we picked up a stenographer, a middle aged lady with red hair and highly temperamental, but fairly efficient.

With the aid of stenographic assistance I was able now to send out a lot of letters to state officials and map out a system of office records and procedure.

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charge to look after printing and organization of the office in accordance with my plans, I left for Guthrie, Oklahoma, where our field agent for that state resided and where I spent the night. I stopped at the Iona Hotel, a large, rambling, flimsy structure of wood that had been the pride of the town when it was the capitol of the State. The capitol had been moved to Oklahoma City and Guthrie was completely deflated and moribund. When I entered the extensive lobby the only other human being present was a forlorn looking clerk behind the desk who seemed to be asleep. I registered and was assigned to a large and well furnished room on the second floor. I intended to retire early because at that time I was chronically short of sleep; but as I was preparing to undress there was a knock at the door. ~~Am~~ A dejected looking employee explained with slight apology that a mistake had been made and that the room was reserved, so that I would have to be transferred to another room. I readily acquiesced and was led down the corridor and shown into a small interior room with bare furnishings and badly in need of cleaning up. As I passed down the hall I saw the desk clerk escorting a large, fat, ungainly, middle aged Indian squaw and two unkempt and very dirty children into the room I had just vacated. No doubt the squaw was rich in lands and trust funds, which accounted for the obsequious behavior of the desk clerk. However, I was philosophical and said to myself as I fell asleep, after all a bed is a bed and I can sleep in one place as well as another.

The next morning when I awoke and hastily dressed preparatory to shaving I discovered that not a drop of water came from the spigot over the dirty washstand in the corner. I rang and

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 at the desk for explanation. It was to the effect that because
 of the prolonged growth the city of Guthrie was without water,
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 ed if there was any place in town where I could wash my face
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 There I was shaved and had a haircut, washed up, and felt respec-
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that the fund while large was clearly insufficient and if any banker in the State of Oklahoma would publicly state that he was prepared to advance money in his country for seed grain loans. I would be delighted to conserve the federal fund by eliminating his county from my list; that as for red tape I was prepared to guarantee that so far as my office was concerned the applications for seed loans that were in proper form would be acted upon more promptly than in any bank anywhere; furthermore, I challenged the bankers present individually and collectively to turn me loose in their establishments and I would guarantee that within twenty-four hours I could show them all sorts of unnecessary red tape, but for that service I would expect a banker's compensation, and asked "Is there a banker in this audience who has the nerve to accept that challenge," if not forever after hold your peace." Of course, there was a dead silence. The presiding officer, a judge, brought down his gavel with a bang, declared the discussion closed, and with a few extremely neat and sarcastic remarks raised a blister on the obstreperous banker. The subsequent proceedings were amicable and prompt, and I left the meeting with ~~xxxxxxx~~ assurances of complete cooperation.

I could not help but marvel at the extraordinary growth of Oklahoma city. A quarter of a century before it was wild Indian country. Now it was a modern city with broad well paved streets and fine residences and public buildings, in some respects far ahead of eastern cities. I was interested, of course, in the new and very pretentious State capitol building erected on the prairie nearly a mile from the city proper, with full western faith that the city would grow out to it and beyond.

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From Oklahoma City I proceeded to Ft. Worth, Texas, passing through a region of oil well derricks, prairies covered with shriveled grass, corn fields bleached white with hot winds from the south, and narrow belts of timber every leaf of which was curled and blackened as if burned to a crisp by fire.

At Ft. Worth I attended a special meeting of the State Clearing House Association, the State Agricultural College and Extension Service, and a number of prominent business men, to whom I explained the seed grain loan program and from whom I received assurances of complete cooperation.

The next day I proceeded to Houston to confer with the officials of the Federal Land Bank through which payments were to be made of the seed grain loans approved by me for the State of Texas. The president of that bank was an old fossil who saw no necessity for seed grain loans and no reason why his bank should have anything to do with them. I expressed regret at his attitude, rose abruptly and said, "Of course you will obey instructions from headquarters at Washington, which will insure full cooperation with my seed grain loan office and prompt service for the Texas farmers to whom loans are granted. The wisdom of providing for such loans in time of war emergency is not to be questioned by any employe of ^{any} branch of the government, but any lack of cooperation, delay, or ineffi-

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ciency will not be tolerated by the federal government. Your State Clearing House Association has already promised the fullest cooperation. If ~~there exists~~ any question should arise regarding the procedure of handling these loans in Texas through your bank please communicate ~~with~~ by telegraph with me or the chairman of the Federal Land Bank Board at Washington. For the ~~voluntary~~ cooperation, ^prompt and efficient service which I shall expect and shall have, either voluntary or compulsory, I thank you. " There was momentary silence and no comment from the president and his advisers and the atmosphere was distinctly frigid. I promptly arose, bid them good day, and departed. As a matter of fact it turned out that this Houston branch bank was the least efficient agency with which I had to deal in making the seed grain loans, but the number of loans in Texas was relatively so small that I did not feel justified in doing more than report inexcusable delays to the Federal Farm Land Bank Board at Washington.

Returning by way of Ft. Worth I continued westward to Sweetwater, where I spent the night. The town seemed to be as dead as if a blight had struck it. Just before sunset I walked about the streets and sat for awhile in a small bare park. A well dressed but dejected looking man came and sat beside me. We began to talk and he told me that he was one of the principal merchants of the town, doing an annual business of about \$50,000, but for the last two years his business had steadily declined until he was completely bankrupt and did not know where he could borrow enough money to buy a railway ticket to leave. He said that farmers for fifty miles around were desperate and many of

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them were abandoning their farms and leaving in covered wagons with their families and most cherished belongings.

The next day I made the daylight trip across the plains of the Texas Panhandle to Amarillo. Here were hundreds of miles of open prairie as bare and bald as a country road, with occasional large fields of cotton not more than six inches high, and yet some of these dwarf plants supported a single open boll of cotton. The few head of cattle to be seen were much emaciated. Along the dusty roads an occasional covered wagon was to be seen, presumably some farmer taking his family out of the stricken region. From time to time one would see a forlorn looking jack rabbit huddled in the shadow of a ^{fence} ~~tree~~ post. Not a drop of water anywhere was visible. Over the bare prairie the quivering heat caused mirages so that we seemed to be looking over a broad expanse of water and such rare objects as trees and houses seemed to be half submerged as if there was a country wide inundation.

At Amarillo I met the county agent, ~~and~~ some experiment station officials, and a group of bankers, and later inspected some grain sorghums and other experimental crops at the experiment station near the city. En route from Amarillo I stopped off between trains at Woodward to inspect the dry land agricultural experiment station in charge of Mr. Chilsott, Jr., and arrived at Wichita after midnight.

During the next few days I was kept busy interviewing bankers ^{and} newspaper reporters, addressed the Wichita Bankers Clearing House, and mapping out the routine for handling the seed loan applications which were beginning to come in. The president of the Farm Land Bank put me up at the Wichita

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Club where I was given a room which I occupied during the remainder of my stay in the city.

The last day of August, Saturday, I went to Dodge City, Kansas, and the next forenoon, Sunday, met a group of county agents and bankers, followed by an automobile ride through the surrounding country. It was a rolling, treeless, prairie region with rather loose black sandy soil subject to erosion by wind. In places the barbed wire fences were nearly buried under drifted soil and I was told that sometimes whole fields of wheat are blown out of the soil when the plants are small. The houses were mostly plain wooden, unpainted structures, without tree, shrub, or grass. The soil was fertile but rainfall was often deficient. Sometimes the areas planted to wheat were larger than could be readily harvested and when this happened the wheat became overripe, shattered, and fell to the ground. If propitious rains came the fallen seed would sprout and produce a good crop without labor or expense to the growers other than that of harvesting. It was evident that the cost of producing wheat in that section was relatively low because the soil was so loose that all that was required was to disk it and sow the seed. That afternoon I returned as far as Hutchinson, where I spent the night. I shall always remember the trip because of the discomfort. This was partly due to a severe toothache and partly to oppressive heat and dust. A hot sirocco was blowing with great force from the south and carried with it a fine suffocating dust. One had his choice of closing the window and suffering from stifling heat inside, or leaving the window open and having his skin and eyes scorched by the hot blasts that

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entered. Throughout that intolerable afternoon I thought over and over, why should any human being want to live under these terrible climatic conditions when he can live east of the Mississippi River in comparative comfort.

The next morning early I was in my office at Wichita. Two additional assistants had reported, Mr. Ross from the Amarillo Experiment Station, and Mr. Cusac from another experiment station. A filing clerk had also been engaged by Mr. Vinall. We were now ready for business, and the applications for loans were coming in. I made it an iron-clad rule that all applications should be acted upon the day they were received even though it meant returning in the evening to finish up.

Because of the publicity the seed loans were getting I suspected we would have many applications for loans in counties that really did not need them. In anticipation of this contingency I had state maps prepared by my assistants showing the counties that had suffered most severely and noting for other counties their average and expected production, those in which loans were to be made without question upon compliance with regulations being colored red, those in which there was some doubt being colored blue, and those believed not to be entitled to loans being left blank. This enabled us to determine instantly the degree of consideration that should be given to applications. The maps ~~WERE~~ were based upon written reports from county agents familiar with conditions in each county, and were extremely useful in denying applications, as when delegations arrived from New Mexico and Colorado and alleged widespread distress and need for loans. As a matter of fact the greatest need and most loans were made in north Texas, and western Oklahoma and Kansas.

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Soon the applications began to come to the office in great volume. As they were received they were stamped with date, hour and minute, and passed to the stenographer who filled out an index card form with essential data in duplicate. Application and card then passed to one of my assistants who checked all items of the questionnaire that seemed to be correct and put a question mark opposite doubtful items, and passed them to me. With a sweeping glance I would see that all items were checked and would pause only at the question marks. With brief consideration I would either waive technicalities, as I usually did, or dictate a letter to the applicant for additional information, or to the county agent asking him for a special report. The action taken was noted on the index cards, which were then filed, one set alphabetically by states, and the other alphabetically ^{by names} as a general or master index; and after preparing notices of approval to the Federal Land Bank, the local bank, and the applicants, the papers were filed alphabetically, so that we could find the record of any case instantly. All applications were disposed of the day they were received. Every Saturday night I prepared a telegraphic report to the Secretary of Agriculture showing the number of applications received, the number approved, the number suspended for further information, the amount of money involved, and the acreage to be planted.

Naturally many questions arose that had to be decided quickly, sometimes by telegraphic reference to Washington. At the outset we had to get a decision as to whether the applications of tenants could be considered, whether loans could be made to minors or to lessees of Indian lands, whether a man owning one or more large farms, with buildings, equipment, and herds of

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livestock, could be granted a loan, and similar questions. At first we were inclined to think that a farmer with an imposing array of assets, such as large areas of land improved by buildings and many head of horses and cattle, should be able to borrow as much as three hundred dollars (the maximum loan we were authorized to make) with which to buy seed, but it soon appeared that farms were mortgaged for more than they would sell for at that time, and that livestock was a liability instead of an asset because crop failure made it necessary to buy feed for them to carry them through the winter. At first applicants were required to list only their indebtedness secured by real estate, but it developed that this represented only a part of their indebtedness. We then began to require them to list their personal indebtedness and chattel mortgages, which often exceeded their mortgage indebtedness. I thought it very creditable to human nature that so much of this indebtedness, often amounting to several thousands of dollars in individual cases, was not secured in any way but by the character of the debtor and the confidence the creditor had in him. In some cases this indebtedness was not even evidenced by a scrap of paper and could be supported only by the sworn statements of the debtor and the creditor. When I asked a banker about a particular case he replied, "Why, he and I were boys together and grew up together, and knowing him as I do I would not hesitate to lend him my last cent or anything I have, and he would do the same by me--because we know each other, and I would as soon ask him for a written receipt for a dinner taken at my house as to ask him for a note or security for a loan." As a matter of fact I

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I had taken one wise precaution, a purely intuitive one that occurred to me in a flash and upon which I acted solely from the impulse of the moment, and that was in my talks with the country agents and their leaders to say that inasmuch as they knew local conditions and people and could check up on individual applicants to ask them if they would be kind enough, after the applicatibns were duly signed and executed and return to them for verification, just to note in the left hand corner by a single word or question mark the cases that to them seemed of doubtful merit, such as applicants who were known to be shiftless and ne'rdowells or plain dishonest. The result was that among the thousands of applications received were a goodly number that bore a notation in the lower left hand corner "No good," "Bad egg," and the like. Needless to say that such applications were rejected, although otherwise in good form, and there was never an appeal or protest.

Another thing that contributed to the success of the seed grain loans in the southwest was the intelligent cooperation of the newspaper reporters. At our first meeting I welcomed them

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and explained that the success of the seed grain loans and the measure of relief extended would depend entirely upon the co-operation of all state officials and agencies, especially the press, because time pressed and we had to do a big job and reach many people quickly; that I expected to be overwhelmed with work when the applications from five states came rolling in, that my office space and clerical force were limited, and that it would be difficult for me to keep in touch with county agents and other officials, or to keep the farmers of five states informed of what they were expected to do in order to take advantage of the loans, unless I could have the full cooperation of the press; and that in return for that cooperation which was so vital I would probably have something of interest to communicate every week, either about the seed loan requirements or developments, progress that was being made, or stories of human interest disclosed by the applications received. Day after day representatives of the press of Wichita called at my office and no matter how busy I might be I would break away and give them a story. Rarely a day passed without some notice or write up of the seed grain loan work. Through this channel the decisions from Washington to the effect that tenants, minors, and Indian lessees were not eligible for loans ~~was~~ were published broadcast throughout the southwest within a few hours, which relieved our little office from the burden of handling several thousands of applications that could not have been granted. As an example of the stories of human interest I recall the case of an application for a loan from a fourteen year old boy living with his father. The boy wanted to grow a crop of wheat on land furnished by his father "to help win the war." I made up a little

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story about it for one of the reporters. It appeared in a Wichita paper and was widely copied. A day or two later there was an announcement in the press that the application of the boy had to be denied under the ruling from Washington that loans could not be made to minors, and I expressed personal regret and the hope that some one not bound by government regulations would finance this patriotic young farmer who wanted to do his bit to help win the war. This item was widely copied. Within a week the press of the southwest carried an announcement that my suggestion had been acted upon by some benevolent person and money had been advanced to enable the boy to buy seed for a wheat crop.

I ^{had} an amusing experience in trying to make an address before the Wichita Wheat Congress or Show. I was asked by the officials in charge to deliver an address on the seed grain loans, readily agreed, and went to considerable trouble to prepare and address. At the appointed time I was seated on the speaker's platform along with several others. The ~~audience~~ rather large audience was clearly made up of farmers. I was preceded by Dr. Johnston of the Kansas State University. When he sat down I was properly introduced and was just getting warmed up and riveting the attention of the audience in a way that is an inspiration to any speaker, when suddenly there was a commotion and an uproar in the rear. I paused, naturally. Governor Capper and a group of enthusiastic admirers came up the center aisle to the platform. As soon as he was recognized the audience rose to its feet and remained standing until he was seated. I remained standing, and when the Governor was seated and looked in my direction, I said, "Friends, I am sure that you are all more or

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less well informed about the gratifying progress that has been made with the seed grain loans in this and other states, due mainly to the splendid cooperation of the federal, state and local officials, but especially to the great Governor of the State of Kansas, to whom I gladly yield the platform." I sat down and the governor promptly took my place amid tremendous cheering. The officials in charge seemed relieved and the governor at once occupied the attention of the audience. My carefully prepared address was only partly delivered, but appeared in full in the papers.

I and my colleagues were shown many courtesies while in Wichita. Among them was a trip to the oil fields near the city. Here we saw the prairie covered as far as the eye could see with derricks and monster tanks. On another day we inspected the Wichita terminal grain elevator, one of the finest in the country with a storage capacity of more than a million bushels. It had twenty-seven concrete tanks, each eighty-five feet in ~~diameter~~ height and twenty-six feet in diameter, designed to hold 37,000 bushels, and the irregular spaces between the tanks each holding another 9,000 bushels.

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We closed the seed grain office at Wichita early in October, discharged the temporary force, and turned the records over to the Federal Land Bank. While this was under way I attended meetings of state and county food administrators. I returned to Washington on October 12th, ^{and} pleased to know that my administration of the seed loans in the five southwestern states had been successful and satisfactory.

A few weeks before leaving Wichita I received a letter from Mr. Murray, who was in charge of the Bureau of Crop Estimates during my absence, asking me to write something for the annual report of the Bureau. I opened and read it late at night after a big day's work and was very tired. My first impulse was to write Mr. Murray to simply copy last year's report and substitute the usual statistics for the current year. No stenographer was available at that late hour and mechanically I reached for a writing pad and began writing a letter to Mr. Murray, advising him that I was extremely occupied and very tired and suggesting that he paraphrase last year's report, and as a concluding paragraph add something like this, and I hastily scribbled a tribute to the splendid cooperation of the farmers of the United States in producing food and raw materials to help win the war. Mr. Murray not only used the paragraph as a peroration for the annual report but inserted it in the monthly Crop Reporter, where it attracted much attention and was widely copied. About the time it appeared in the Crop Reporter the manuscript for the annual report was referred to the office of the Secretary for approval and the concluding paragraph was called to his attention. He liked it so well that he sent word that it should be omitted from the bureau report because he wanted to use it in his own

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annual report, but when he was informed that the paragraph had already been published in the Crop Reporter he let it stand.

While in Kansas I thought the law prohibiting the manufacture, transportation, or sale of cigarettes, a most ridiculous one, because although they were not to be seen for sale openly nevertheless men and boys, and probably women and girls, could be seen smoking them in all sorts of places. At the Club where I had a room and in the larger hotels they were smoked freely. No sooner had the train on which I left Wichita got under way than I noticed that nearly all the men in the coach immediately began to smoke cigarettes. Among them was a young Episcopal clergyman.

Upon returning to my Washington office I found an accumulation of work that required several days of intensive application to clear up, including the preparation of a summary of bureau and seed loan activities for the Secretary's annual report.

The Lansing Meeting.

Toward the close of October I left with Messrs. Jones and Gage of my office to attend a meeting of field agents from the northern states in Lansing, Michigan, the purpose being not only to consider certain special problems that had arisen in that region and weld them into a united and harmonious force, but to impress upon the state officials of Michigan the desirability and advantages of cooperating with the Bureau of Crop Estimates, they having given our Michigan field agent all sorts of trouble verging on open opposition. We missed our train connection at Toledo and had to take a local train to Detroit, where there

annual report, but when he was informed that the paragraph had already been published in the Crop Reporter he let it stand.

While in Kansas I thought the law prohibiting the manufacture, transportation, or sale of cigarettes, a most ridiculous one, because although they were not to be seen for sale openly nevertheless men and boys, and probably women and girls, could be seen smoking them in all sorts of places. At the Club where I had a room and in the larger hotels they were smoked freely. No sooner had the train on which I left Wichita got under way than I noticed that nearly all the men in the coach immediately began to smoke cigarettes. Among them was a young Episcopal clergyman.

Upon returning to my Washington office I found an accumulation of work that required several days of intensive application to clear up, including the preparation of a summary of Bureau and seed loan activities for the Secretary's annual report.

The Lansing Meeting.

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was a long wait for the train to Lansing. While waiting we visited the great automobile establishment of Henry Ford, but were not admitted because of "War contracts and supervision."

At Lansing our meetings were held in Mr. Church's office in the State Capitol, and were attended by all the field agents east of the Mississippi and north of the Ohio and Potomac rivers. After we had finished discussing our common problems the State officials were invited to attend our next meeting and participate in the discussion so cordially that they could not refuse. They were duly impressed and thereafter our Michigan field agent had no further trouble with them.

Agricultural Census by Crop Reporters.

Upon my return to Washington the Secretary asked me to arrange to have an agricultural census taken by the voluntary crop reporters of the bureau. I was not at all favorably to the idea and ventured to remind the Secretary that an agricultural census usually requires an army of men and millions of dollars, that the crop reporters were not trained or equipped for such work and could hardly be expected to sacrifice all their time for several months without any compensation, even in time of war. Fortunately the war ended within a few days and the matter was not pressed.

End of the War.

On November 7 Washington was aroused and greatly excited by the blowing of whistles, ringing of bells, gathering crowds on the streets, the crying of extra papers, and spreading rumors that an armistice had been signed. These rumors proved premature because the Germans had been given 72 hours in which to sign

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the armistice and they had not yet signed. However, on November 11 there was great rejoicing, the armistice had been signed, and the cruel war and nightmare was ended.

That same day there was a meeting ~~at~~ of bureau chiefs at the Cosmos Club to listen to the account of experiences by Dr. Alonzo E. Taylor in Europe as a member of a commission to inspect prison camps in Germany. I recall that he said the ~~German~~ food was inadequate, but the Germans were doing the best they could; they were short of food themselves and could not be expected to feed their prisoners better than their own soldiers; and that the British, French, and American prisoners received supplementary supplies from their own nationals, but that the poor Russians had nothing extra and were often reduced to extremity and ^{were} so starved that they licked the food containers inside and outside that were thrown away by other prisoners.

Following the armistice the Department of Agriculture held innumerable councils and committee meetings to discuss the adjustments that should be made in the crop production program following the war and the status of employes returning from military service.

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